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Deputy Director of Training

20 April 1954

Chief Instructor, Staybehind Operations Course

PM Proposal to Invite Military Personnel
to Staybehind Operations Course

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1. [redacted] who recommended to Chief, PM, that selected military officers from the Department of Defense be invited to attend the Staybehind Operations Course, first raised this question during the conduct of SB Course #7, in February; so I have had considerable time to think it over. And in addition, I have been thinking about it ever since the end of World War II.

2. I am convinced that there is a definite need now before a war starts to break down to a limited degree the compartmentation walls that have prevented for so long the officer personnel of our Armed Forces, and particularly Army officers, from understanding some of the problems faced by the CIA "Fourth Force" personnel who must coordinate and work with them in Theaters in time of war in effecting good support by clandestine forces, thoroughly coordinated with planned military operations. To insure better coordination than existed during World War II, and to insure acceptance by the conventional Armed Forces of the kind of support clandestine forces are capable of rendering, will require a fairly lengthy period of education. I personally am convinced that one of the main reasons for the apparent conflicts of concepts between the Army Special Forces and CIA concepts has been failure on our part and the Army's, too, to carry out this educational program. It should begin at the Command & General Staff College (Leavenworth) level, where the future general staff officers of the Armed Forces should learn that there exists an agency of the government charged with the conduct of clandestine operations in both peace and war time, and that in time of war, this force will be a "Fourth Force" in active theaters, with which coordination of plans for clandestine support will have to be effected; that plans for the use of Army Special Forces, affecting as they will the security of clandestine forces, also must be coordinated with the Fourth Force.

3. The educational process should be extended then to include acceptance by the Agency, and OTR, of selected officer personnel for more detailed education. But it appears desirable to set up the "special course of instruction" mentioned in Paragraph 2. of [redacted] memorandum, rather than to accept such personnel

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as students in the existing Staybehind Operations Course. The chief reason for this lies in the fact that in the seminar discussions in Staybehind Operations, frank consideration of Agency shortcomings in over-all Staybehind planning, and to some degree in Agency operations (although without going into specific detail) always comes into the discussions. Although this is controlled to keep it on a constructive basis, yet it appears undesirable to conduct this kind of "family linen laundering" before guests.

4. I therefore recommend that consideration be given to creating a special course which could include both elements of the present Staybehind Operations Course, and possibly some of the materials that will be developed for the War Planning Staff Officers' Course, for such personnel.

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